

Dear County Resident:

Thank you for your interest in how Miami-Dade County is working for you.

We are pleased to bring you our first-ever Community Scorecard. This is an "initial" scorecard - a snapshot of where we are at providing services to you, the resident. Future scorecards will let you know if we have improved.

What we measure may change - but we need your help. While we are currently developing a better forum for you to provide frequent input on our progress, we ask that you contact us after you review this initial scorecard and let us know what type of information was helpful and what would make future scorecards more meaningful to you.

*Please call us at 305-375-5143 or email
excellence@miamidade.gov.*



OUR MISSION

Delivering excellent public services that address our community's needs and enhance our quality of life



Miami-Dade County 2004 Initial Community Scorecard Reporting on *Results that Matter*

Three years ago, Miami-Dade County went out into the community to discover what you wanted from us - your local government. Learning about what programs and services you wanted to see enhanced or improved upon helped to guide the development of the County's first-ever Strategic Plan. This Plan consists of seven planning areas:

- NEIGHBORHOOD & UNINCORPORATED AREA MUNICIPAL SERVICES
- PUBLIC SAFETY
- TRANSPORTATION
- RECREATION AND CULTURE
- HEALTH AND HUMAN SERVICES
- ECONOMIC DEVELOPMENT
- GENERAL GOVERNMENT (ENABLING STRATEGIES)

This initial scorecard includes results from our 2003 Resident Satisfaction Survey, analysis by bond rating agencies, the measures we use to gauge the performance of county departments and also a look at how your community dollars have been spent. Most county data is reported by fiscal year (October 1 through September 30) and is indicated by the use of "FY".

As we continue to update and refine our departmental business plans, the County will continue to refine benchmarks we use to gauge future performance and incorporate them into future Community Scorecards. We look forward to providing you, the resident, updates of our progress and finding out from you what type of information would make this scorecard more meaningful to you.

NEIGHBORHOOD & UNINCORPORATED AREA MUNICIPAL SERVICES

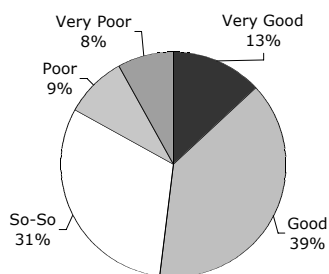
2004 INITIAL COMMUNITY SCORECARD

Mission: To provide efficient, accountable, accessible, and courteous neighborhood services that enhance quality of life and involve the community

PRIORITY OUTCOMES (What we are striving to achieve for you) IN OUR STRATEGIC PLAN

- Increased urban infill development and decreased urban sprawl; protection of viable agriculture and environmentally-sensitive lands
- Improved community design
- Strengthened bond between the community and Miami-Dade County government; improved community access to information and services
- Well-trained, customer-friendly, Miami-Dade County government workforce
- Resident and business voluntary compliance with Miami-Dade County codes
- Timely identification and remediation of nuisances, including unsafe structures
- Neighborhood and rights-of-way aesthetics that foster and enhance quality of life
- Improved neighborhood roadways, sidewalks, drainage, and reduced flooding

Survey Ratings Regarding Quality of Roadways and Road Signs in Miami-Dade County

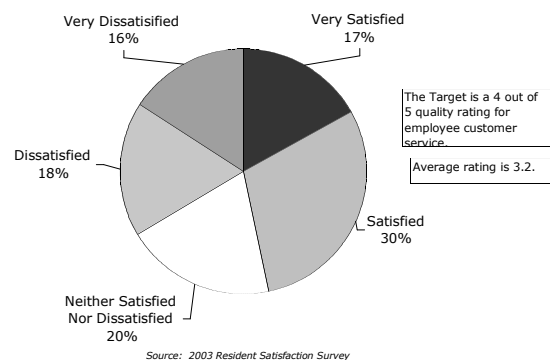


Source: 2003 Resident Satisfaction Survey

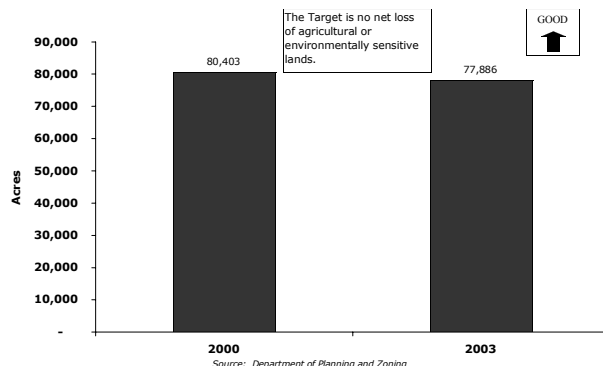
Performance Measures

What you told us and how we are doing

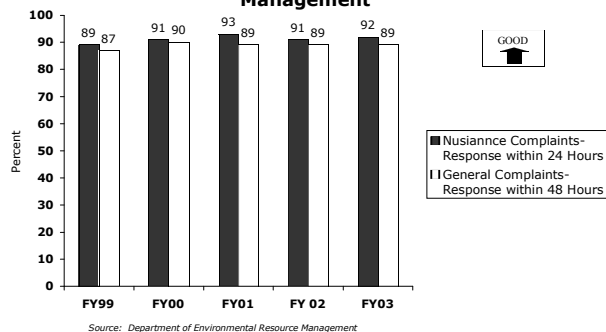
Survey Ratings Regarding Last Contact with Miami-Dade County Personnel



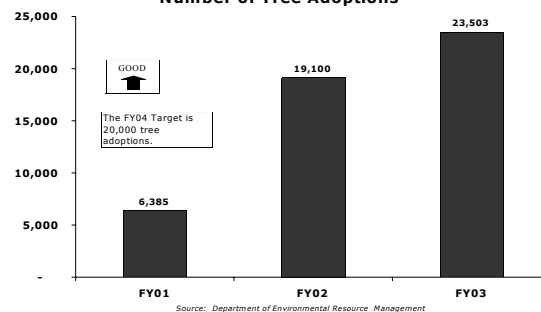
Total Agricultural Designated Lands (Acres)



Response to General/Nuisance Complaints by Department of Environmental Resource Management



Number of Tree Adoptions

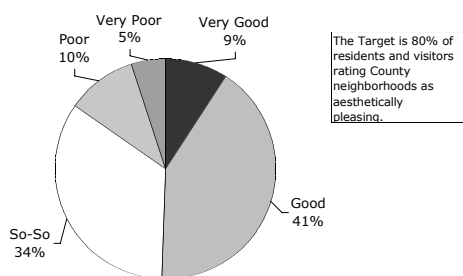


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Miami-Dade County 2004 Initial Community Scorecard Reporting on Results that Matter

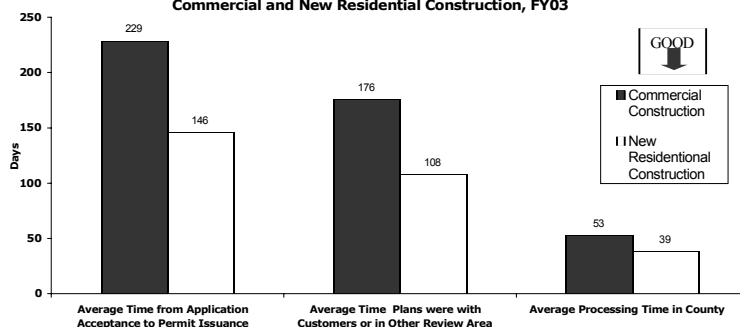
Performance Measures What you told us and how we are doing

Survey Ratings Regarding Overall Appearance of Miami-Dade County

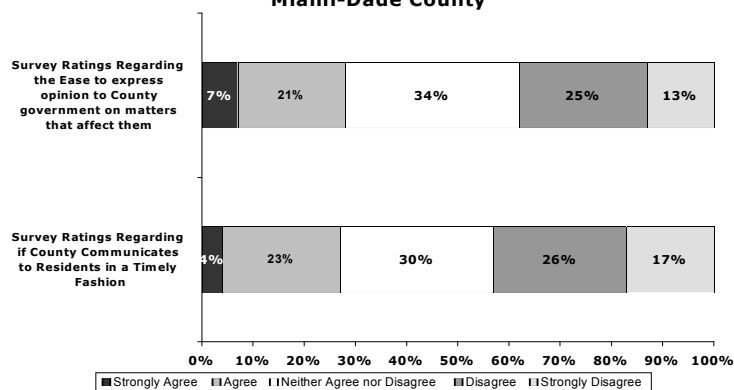


Source: 2003 Resident Satisfaction Survey

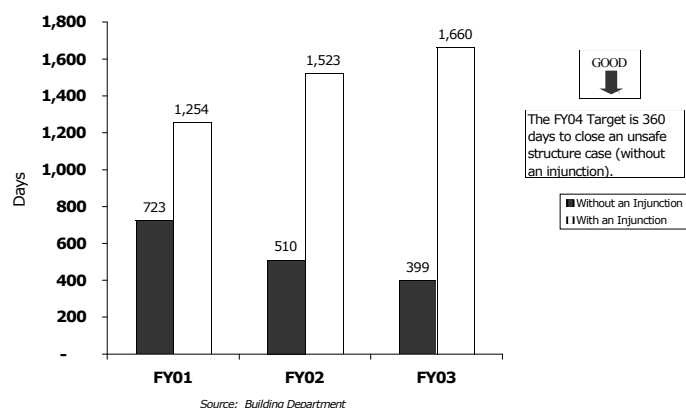
Average Permit Processing Time for Commercial and New Residential Construction, FY03



Resident Satisfaction with Communication with Miami-Dade County



Average Processing Time from Open Date to Close Date for Closed Unsafe Structure Cases



COMMUNITY DOLLARS AT WORK: EXAMPLES OF WHAT YOUR TAX DOLLARS BOUGHT IN FY 2003

- 70% of building code license applications submitted and reviewed within 45 days
- 1,680 daily building inspections completed
- 87,272 building permits issued
- 99.86% of residential building plans reviewed in 20 workdays or less
- 43,185 code compliance cases opened and 44,464 code compliance cases closed
- 15,688 code compliance warnings issued

PUBLIC SAFETY

2004 INITIAL COMMUNITY SCORECARD

Mission: To provide a safe and secure community through coordinated, efficient and effective, professional, courteous, public safety services

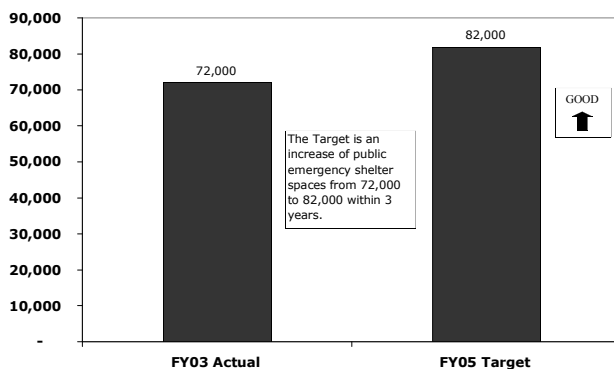


PRIORITY OUTCOMES (What we are striving to achieve for you) IN OUR STRATEGIC PLAN

- Facilities and resources built and maintained to meet needs
- Reduced response time
- Reduction in property loss and destruction
- Improved homeland security preparedness
- Strengthened Juvenile Assessment Center
- Increased community awareness of information resources and involvement opportunities



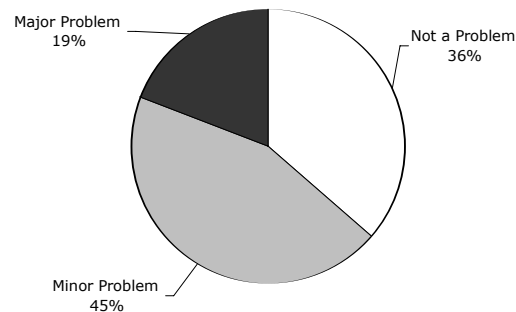
Number of Emergency Shelter Spaces



Source: Miami-Dade Fire Rescue Department Office of Emergency Management

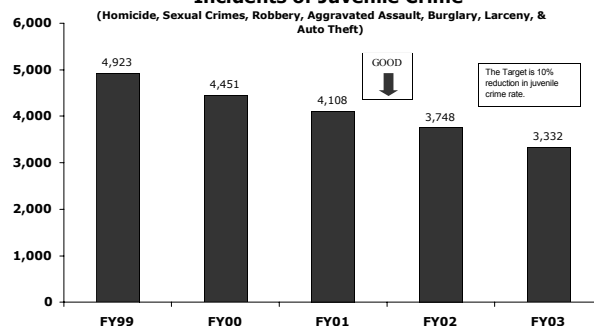
Performance Measures What you told us and how we are doing

Survey Ratings Regarding Crime in their Neighborhood



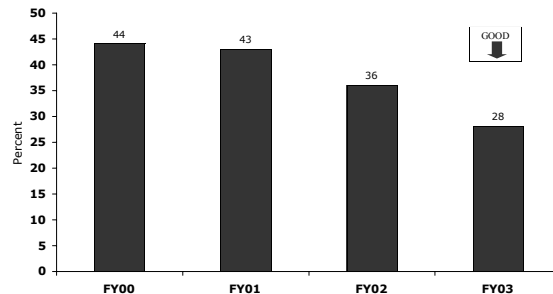
Source: 2003 Resident Satisfaction Survey

Incidents of Juvenile Crime



Source: Miami-Dade Police Department Crime Information Data Warehouse

Rate of Re-arrest of Juvenile Offenders Processed through the Juvenile Assessment Center



Source: Miami-Dade Juvenile Assessment Center Data Warehouse

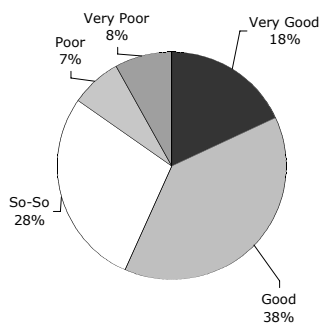


Delivering Excellence Every Day

Miami-Dade County 2004 Initial Community Scorecard Reporting on Results that Matter

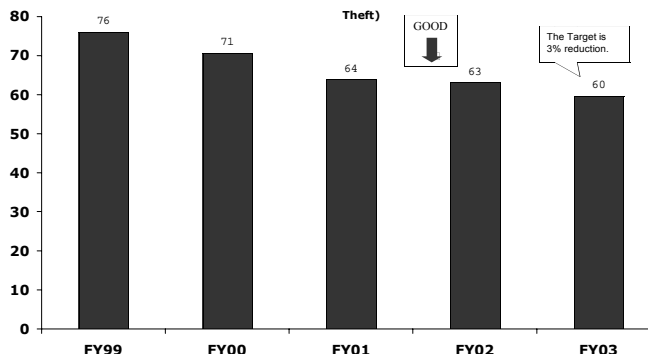
Performance Measures What you told us and how we are doing

**Survey Ratings Regarding the Level of
Courtesy of Police Officers**



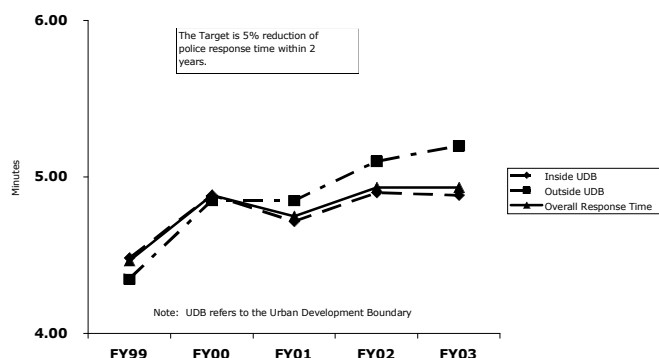
Source: 2003 Resident Satisfaction Survey

Crimes per 1,000 Residents
(Homicide, Sexual Crimes, Robbery, Aggravated Assault, Burglary, Larceny, & Auto Theft)



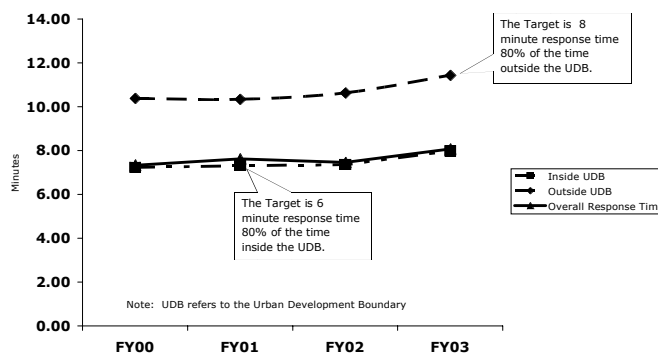
Source: Miami-Dade Police Department Crime Information Data Warehouse

Average Police Emergency Response Time



Source: Miami-Dade Police Department CAD System

**Average Fire Rescue Response for
Life Threatening Calls**



Source: Miami-Dade Fire Rescue Department CAD System

COMMUNITY DOLLARS AT WORK: EXAMPLES OF WHAT YOUR TAX DOLLARS BOUGHT IN FY 2003

- 47,115 ground medical transports conducted
- 1,743 helicopter rescue missions completed
- 546 auto body shops inspected
- 2,424 juveniles processed at the Juvenile Assessment Center

TRANSPORTATION

2004 INITIAL COMMUNITY SCORECARD

Mission: To provide a seamless, efficient, intermodal transportation system that enhances mobility throughout our neighborhoods and region, and expedites domestic and international commerce

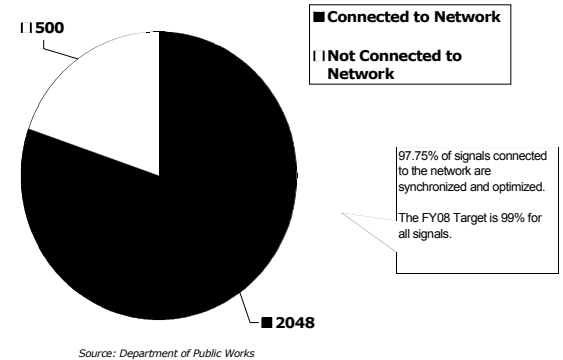
PRIORITY OUTCOMES (What we are striving to achieve for you) IN OUR STRATEGIC PLAN

- Minimum wait time for transit passengers
- Convenient, clean transit passenger facilities and vehicles; improved accessibility to transit facilities and bus stops
- Safe and reliable transit facilities and vehicles
- More integrated land-use development to decrease dependence on automobiles; improved level-of-service on major roadway corridors
- Dramatic improvement in the level of bus service; expanded rapid transit service along all major corridors
- Effective management and oversight of dedicated transit funds
- Seamless movement of people, baggage and cargo to and from the seaport and airport
- Enhanced customer service, convenience, and security at every level of contact with the ports
- Adequate capacity to meet existing and future demand levels for passengers and cargo at the ports

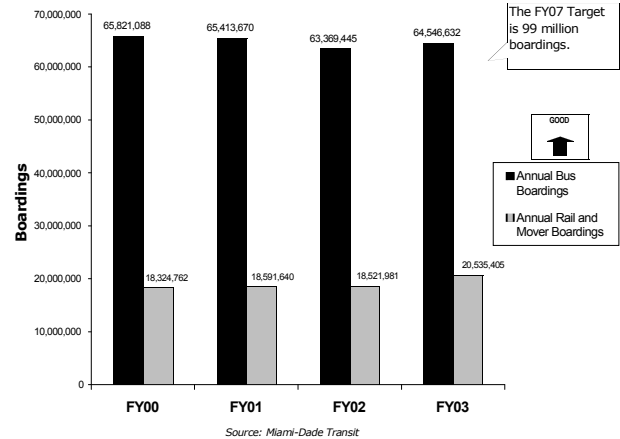
Performance Measures

What you told us and how we are doing

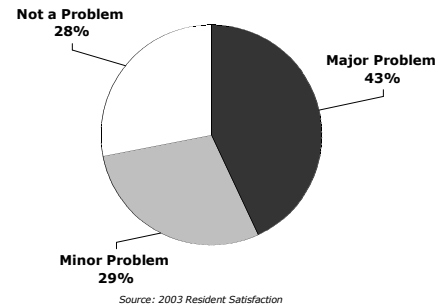
Synchronized and Optimized Traffic Signals, April 2004



Annual Bus and Rail Boardings

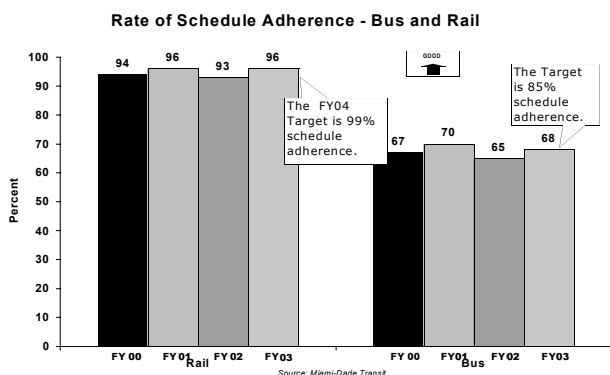


Survey Ratings Regarding Congestion on Streets

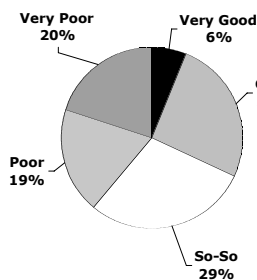


Miami-Dade County 2004 Initial Community Scorecard Reporting on Results that Matter

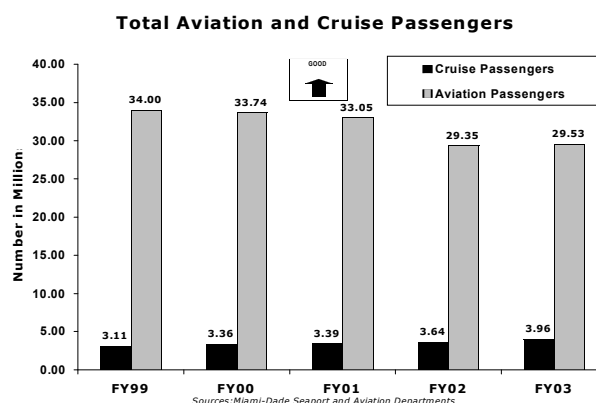
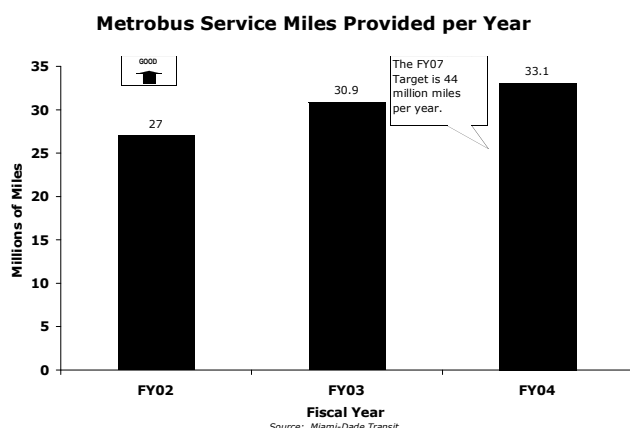
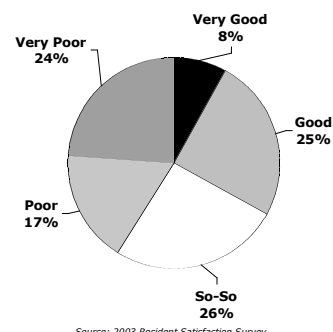
Performance Measures What you told us and how we are doing



Survey Ratings Regarding Ease of Transportation to and from the Airport



Survey Ratings Regarding Convenience of Metrobus Routes



COMMUNITY DOLLARS AT WORK: EXAMPLES OF WHAT YOUR TAX DOLLARS BOUGHT IN FY 2003

- 11,300 linear feet of sidewalks repaired
- 8 new Metrobus routes implemented since the approval of the People's Transportation Plan in Nov, 2002
- 100 full size buses and 70 minibuses procured on schedule since the approval of the People's Transportation Plan in Nov, 2002
- 381,248 flight arrivals and departures at Miami International Airport (MIA)
- 1,191,000 Special Transportation Service (transit service for individuals with disabilities) trips provided
- Average satisfaction rating at MIA among passenger survey respondents: 3.3 out of 5.0
- 100% Metrorail, Metromover and Metrobus vehicles are wheelchair accessible (August, 2004)
- 100% Metromover stations and Metrorail key stations are wheelchair accessible (August, 2004)
- 100% Metrorail vehicles and 78% Metrobus vehicles have operative audible announcements (August, 2004)

RECREATION AND CULTURE

2004 INITIAL COMMUNITY SCORECARD

Mission: To develop, promote and preserve outstanding cultural, recreational, library, and natural experiences and opportunities for residents and visitors of this and future generations

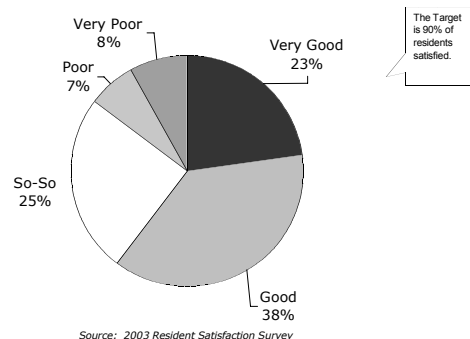
PRIORITY OUTCOMES (What we are striving to achieve for you) IN OUR STRATEGIC PLAN

- Well-maintained, attractive and safe parks, libraries, museums, facilities, and public artwork
- Available and high quality green space throughout the county
- More cultural, recreational and library programs and services available to address varied community interests and educational needs; quality customer service at all cultural, recreational, and library facilities
- Coordination of existing cultural, recreational and library programs and services and comprehensive development of new experiences and opportunities
- Cultural, recreational and library places and facilities located where needed throughout Miami-Dade County
- Reduction in unmet needs
- Expanded awareness of and access to cultural, recreational and library programs and services

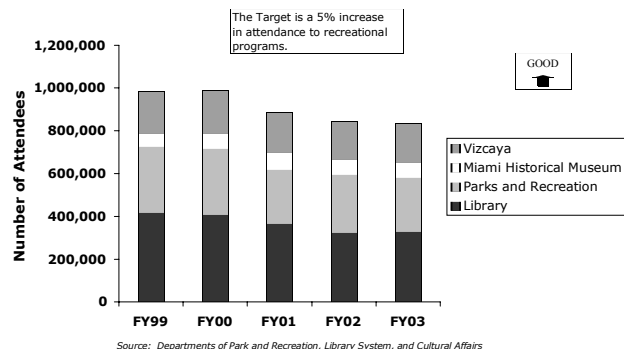
Performance Measures

What you told us and how we are doing

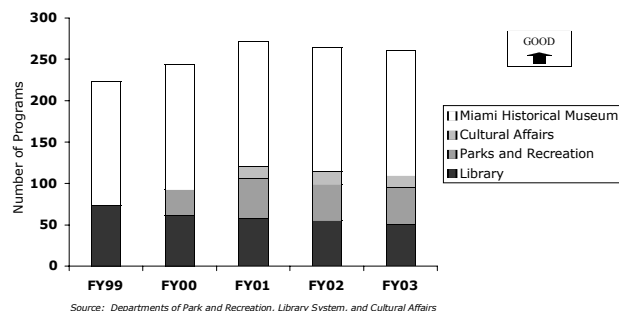
Survey Ratings Regarding Availability of Cultural and Recreational Activities



Attendees at Cultural, Recreational and Library Facilities, Programs, and Services



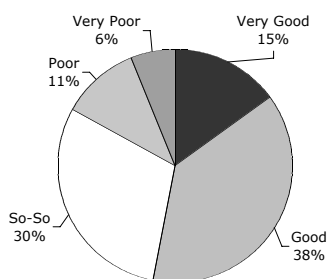
Cultural, Recreational, and Library Programs for Elderly and People with Disabilities



Miami-Dade County 2004 Initial Community Scorecard Reporting on Results that Matter

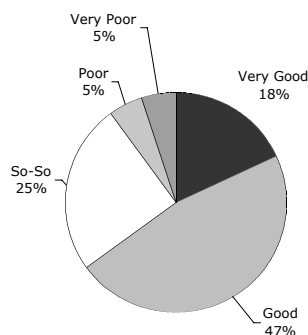
Performance Measures What you told us and how we are doing

Survey Ratings Regarding Recreation Programs and Facilities



Source: 2003 Resident Satisfaction Survey

Survey Ratings Regarding Parks Ground Maintenance

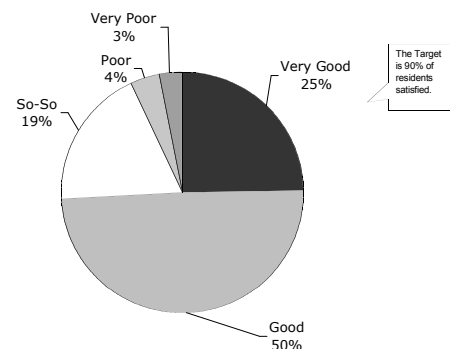


Source: 2003 Resident Satisfaction Survey

The Target is an average quality rating of 4 out of 5.

Average rating is 3.7.

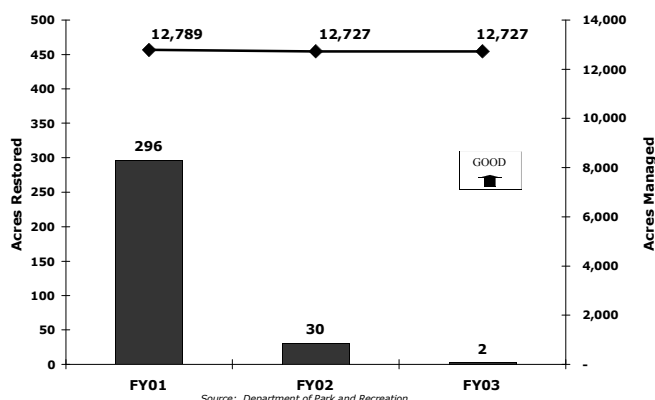
Survey Ratings Regarding Library Services



Source: 2003 Resident Satisfaction Survey

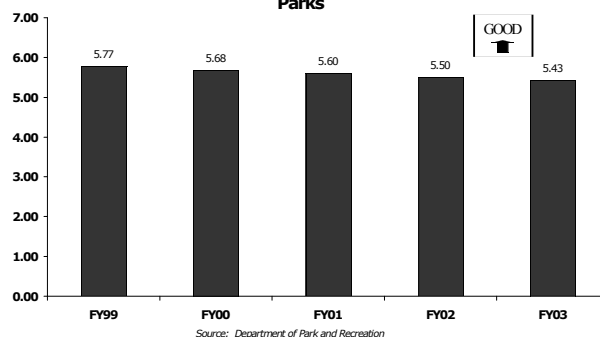
The Target is 90% of residents satisfied.

Number of Natural Acres Managed and Restored



Source: Department of Park and Recreation

Park Acres Per 1,000 Residents for Regional and UMSA Parks



Source: Department of Park and Recreation

COMMUNITY DOLLARS AT WORK: EXAMPLES OF WHAT YOUR TAX DOLLARS BOUGHT IN FY 2003

- 284 park land acres purchased since initial issuance of 1997 Safe Neighborhood Parks bond
- 9,076 Learn-To-Swim registrants
- 1,146 after-school registrations at park facilities
- 133 attendees at the Historical Museum of South Florida Summer Camp
- 536 grant contracts administrated providing support to cultural organizations
- The Library conducts on average 50 collaborative projects per year
- The Miami Historical Museum conducts on average 15 collaborative projects per year

HEALTH AND HUMAN SERVICES

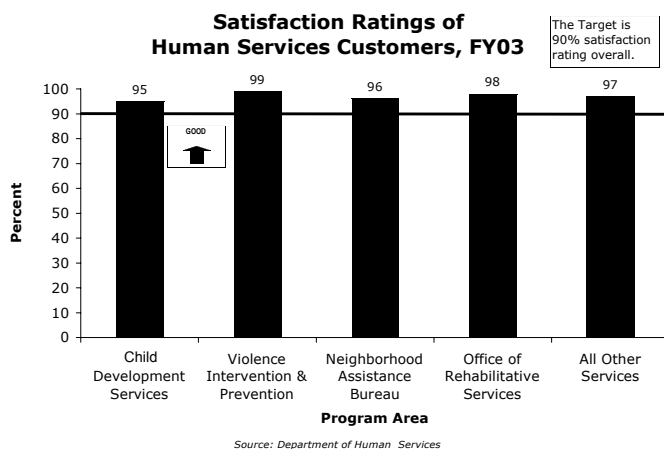
2004 INITIAL COMMUNITY SCORECARD

Mission: To improve the quality of life and promote maximum independence through the provision of health care, housing, and social and human services to those in need



PRIORITY OUTCOMES (What we are striving to achieve for you) IN OUR STRATEGIC PLAN

- Reduced rate of uninsured countywide; healthier community
- Improved public transportation to health and human services facilities throughout Miami-Dade County
- Increased access to and quality of child care facilities
- Increased access to culturally sensitive outreach/prevention and intervention services for Miami-Dade County children, youth and their families; young adults with basic education, skills, and values
- Increased availability of affordable and special needs housing
- Improved customer service and care in health and human services; reduction of health and human service unmet needs

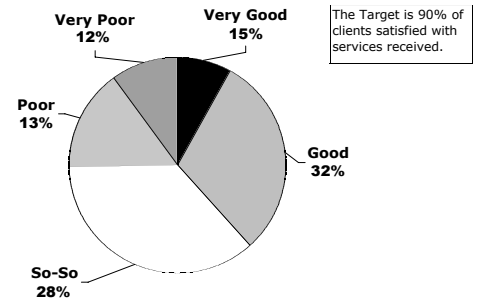


Performance Measures

What you told us and how we are doing

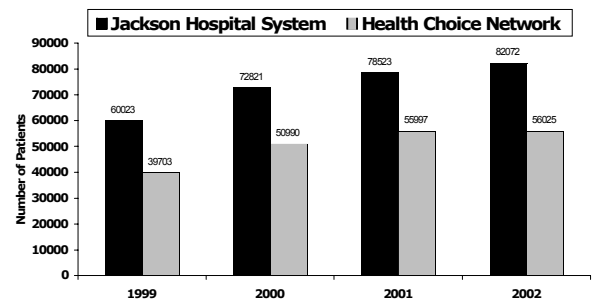
Survey Ratings of Miami-Dade County Human Services

(Survey Respondents making \$25,000 or less)



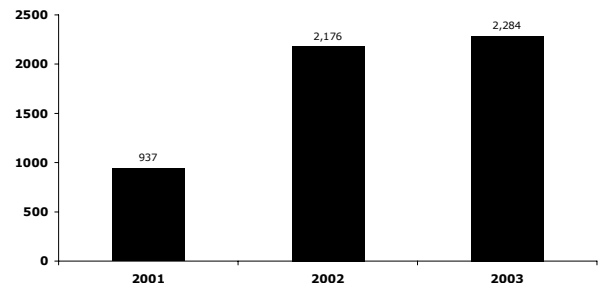
Source: 2003 Resident Satisfaction Survey

Number of Low Income Patients Seen at Community-Based Clinics



Source: Miami-Dade County Health Policy Authority

Number of First-Time, Non-Violent, Misdemeanor Juvenile Offenders Enrolled in the Post-Arrest Diversion Program



Source: Juvenile Assessment Center



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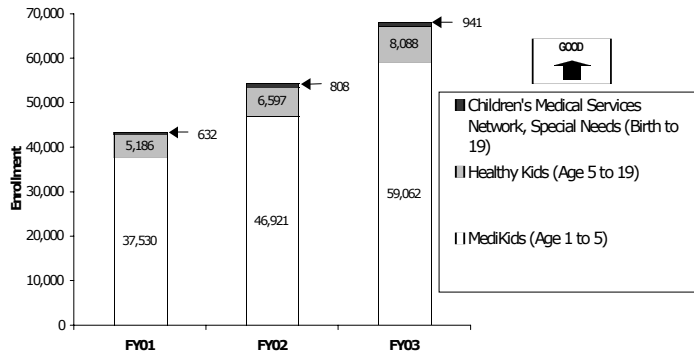
Miami-Dade County

2004 Initial Community Scorecard Reporting on Results that Matter

Performance Measures

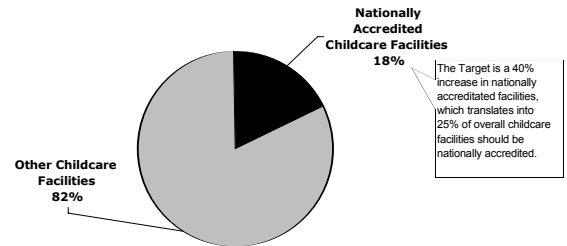
What you told us and how we are doing

Miami-Dade County Children Enrolled in Three State Children's Health Insurance Programs (Fiscal Year-End Enrollment)



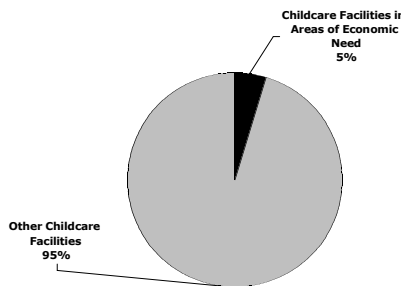
Source: Office of Countywide Healthcare Planning

Percentage of Childcare Facilities in Miami-Dade County with National Accreditation, June 2004 (Total Number of Childcare Facilities: 1200)



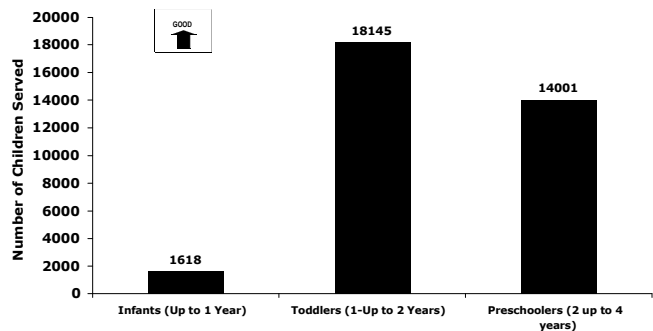
Source: Department of Human Services

Percentage of Childcare Facilities in Miami-Dade County Located in Areas of Economic Need, June 2004 (Total Number of Childcare Facilities: 1200)



Source: Department of Human Services

Number of Infants, Toddlers and Preschoolers Provided Early Childhood Development Services, FY03



Source: Department of Human Services

COMMUNITY DOLLARS AT WORK: EXAMPLES OF WHAT YOUR TAX DOLLARS BOUGHT IN FY 2003

- 8,031 of 9,126 (88%) public housing units occupied
- 3,600 homeless individuals placed into permanent housing
- 24,400 clients at Community Enrichment Centers were provided services such as Head Start, meals for the elderly, job training, educational services and family development services
- 6,528 Head Start slots funded for 175 days
- 1,069 domestic violence victims provided shelter and advocacy
- 1,312 veterans and their families assisted in filing benefit claims
- 2,571 Head Start parents, public housing residents or delinquency prevention service recipients enrolled in parenting classes
- 33,735 youth received culturally sensitive outreach, prevention, and intervention services
- 1,050 out of 1,500 (70%) juvenile offenders successfully complied with alternative treatment and sanction plans
- 1,936 young adults enrolled in basic skills and socialization programs

ECONOMIC DEVELOPMENT

2004 INITIAL COMMUNITY SCORECARD

Mission: To expand and further diversify Miami-Dade County's economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents

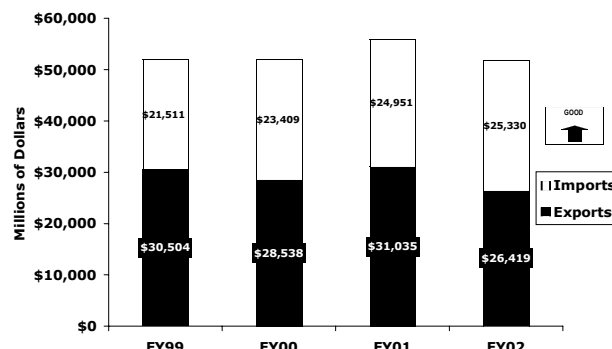
PRIORITY OUTCOMES (What we are striving to achieve for you) IN OUR STRATEGIC PLAN

- Increased number of businesses and employment opportunities in higher paying, targeted industries
- Increased number of Miami-Dade County residents with the job skills to achieve economic self-sufficiency
- Increased number of low to moderate income homeowners
- Coordinated and effective economic and community development programs
- Proactive involvement of communities in economic development efforts
- Organizations empowered with the technical and management capacity to succeed
- Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas
- Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County

Performance Measures

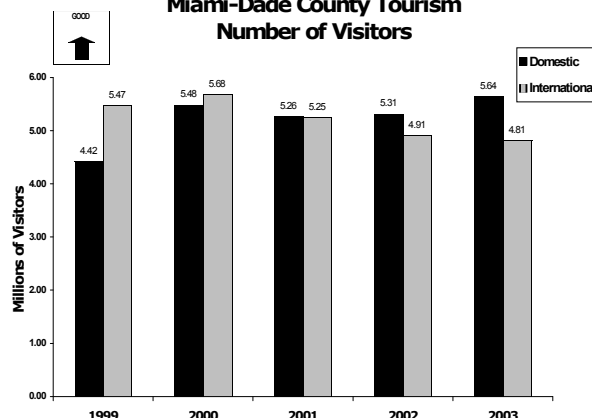
What you told us and how we are doing

Trade with the World Miami Customs District



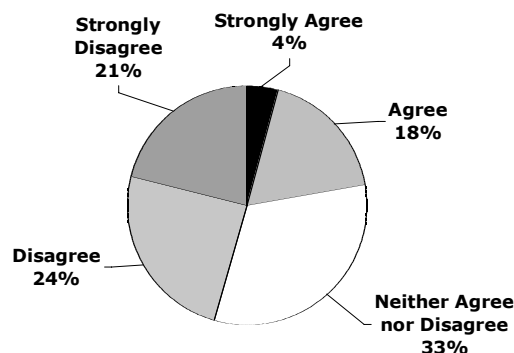
Source: Miami-Dade Comprehensive Annual Financial Report

Miami-Dade County Tourism Number of Visitors



Source: Greater Miami Convention and Visitors Bureau

Survey Ratings Regarding Whether Miami-Dade County Government Effectively Develops Low Income Areas in the County



Source: 2003 Resident Satisfaction Survey



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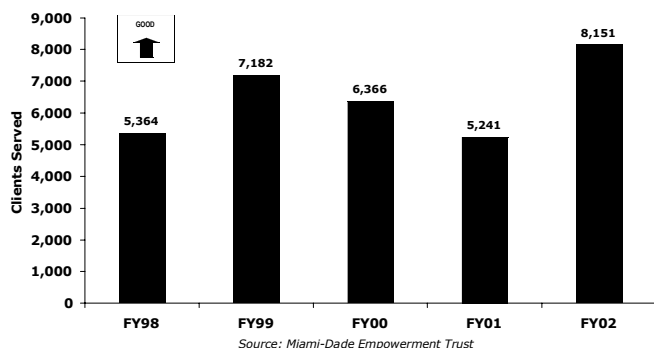
Miami-Dade County

2004 Initial Community Scorecard Reporting on Results that Matter

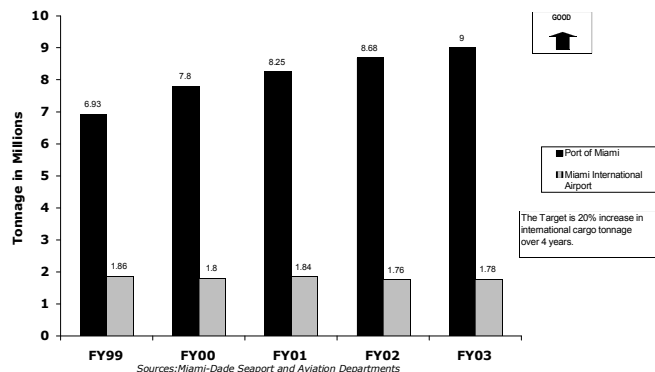
Performance Measures

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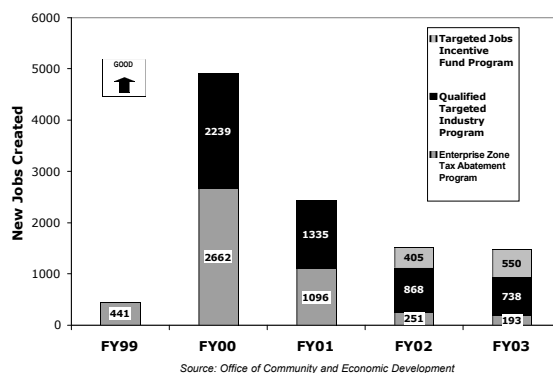
Total Annual Number of Clients Provided Business Development Assistance at the Enterprise Community Center



Total Tonnage of Cargo at the Airport and Seaport



Jobs Created by Economic Development Programs



COMMUNITY DOLLARS AT WORK: EXAMPLES OF WHAT YOUR TAX DOLLARS BOUGHT IN FY 2003

- 311 families received self-sufficiency services, including employment training, job placement, family development and emergency rent, utility, food, and clothing assistance
- The Miami-Dade Housing Agency provided 319 homeownership loans and approximately 100 home rehabilitation loans through the Affordable Housing Program representing approximately \$14.3 million in assistance
- The Housing Finance Authority provided 196 homeownership loans to low and moderate income families in 2002 representing \$15.8 million in assistance
- The Metro-Miami Action Plan provided 262 Homeownership Assistance Program loans representing \$911,000 in assistance
- The Metro-Miami Action Plan provided 196 businesses with technical assistance
- Number of new jobs created in the federally designated Empowerment Zone (economically distressed areas of Miami-Dade County) of Empowerment Zone residents, from 2000 to mid-2004: 842
- 21,729 participants enrolled in workforce training activities, of which 8,635 (40%) entered employment during or immediately after workforce training, and 5,291 (24%) attained workforce training certificates (*the certificates validate that displaced or underemployed individuals have completed training to obtain job skills to find work*).

GENERAL GOVERNMENT (ENABLING STRATEGIES)

2004 INITIAL COMMUNITY SCORECARD

Mission: To provide expertise and resources to support and facilitate excellent public service delivery



PRIORITY OUTCOMES (What we are striving to achieve for you) IN OUR STRATEGIC PLAN*

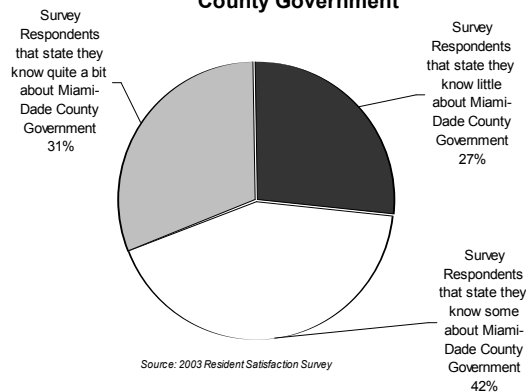
- Easily accessible information regarding County services and programs
- User friendly e-government sharing information and providing expanded hours and services
- Safe, convenient and accessible facilities planned and built to meet needs
- Opportunities for every registered voter to conveniently cast a vote
- Sound asset management and financial investment strategies
- Continuously improving government

* For the Enabling Strategies area, we are highlighting only the priority outcomes that are especially of interest to residents.

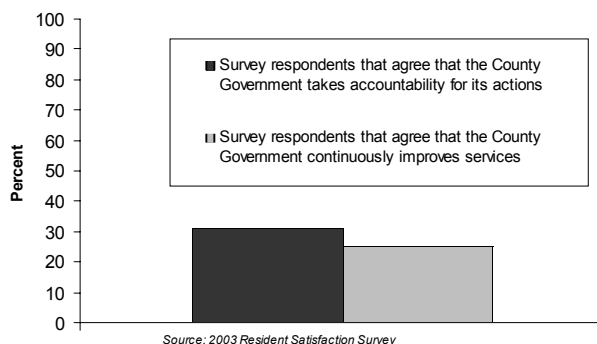


Performance Measures What you told us and how we are doing

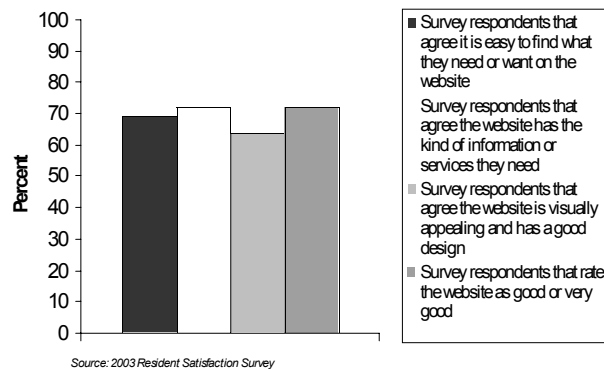
Residents Knowledge of Miami-Dade County Government



Survey Ratings Regarding Miami-Dade County Government Overall



Survey Ratings Regarding the Miami-Dade County Website



Delivering Excellence Every Day

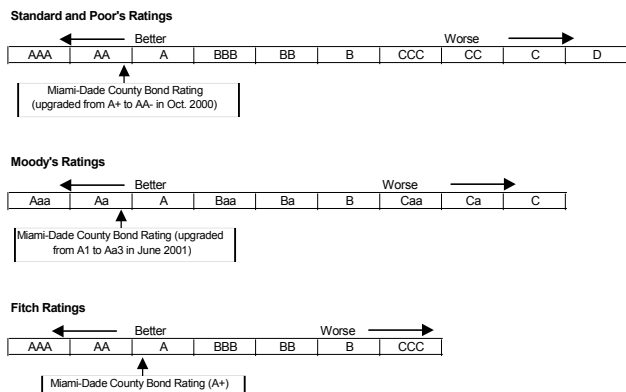
Miami-Dade County

2004 Initial Community Scorecard Reporting on Results that Matter

Performance Measures

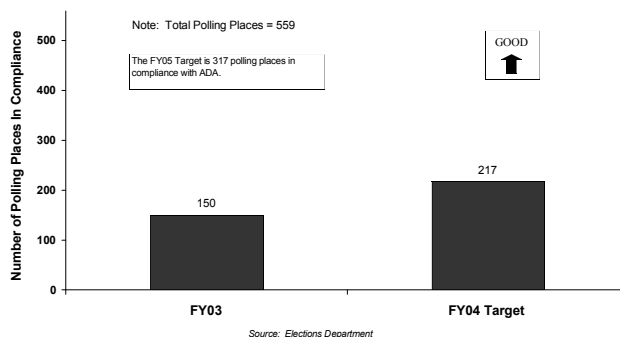
What you told us and how we are doing

Miami-Dade County's Bond Ratings

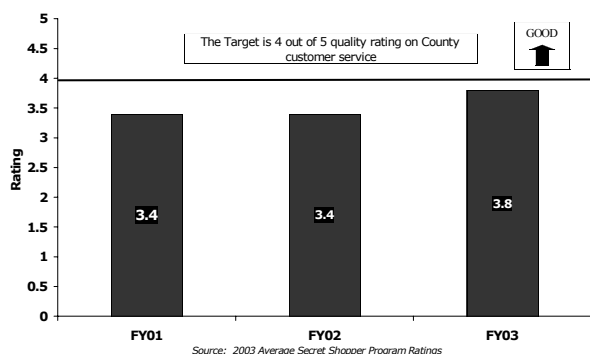


Source: Finance Department

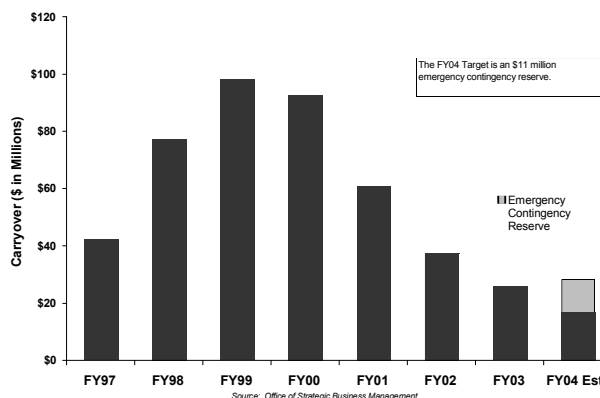
Polling Places in Compliance with the Americans with Disabilities Act



Overall Miami-Dade County Secret Shopper Program



General Fund Balance at End of Year



COMMUNITY DOLLARS AT WORK: EXAMPLES OF WHAT YOUR TAX DOLLARS BOUGHT IN FY 2003

- 20 episodes of "Miami-Dade Now" and "Miami-Dade Ahora" aired on Miami-Dade TV
- 250 elections outreach events to assist voters in preparing voter registration forms, voter education regarding where votes are held, what the issues are or who the candidates are, and demonstrations of voting equipment
- \$13 million of grant dollars received as part of revenue enhancement activities to support services in an array of areas including homeland security, medical examiner equipment, domestic violence, capacity for building faith- and community-based organizations, adult education for corrections inmates, and historic restoration
- 896,468 visits to the Property Appraisal website providing on-line access to property records
- 2.1 million visits to the Miami-Dade County web portal
- \$4.46 million online payments are made or received monthly during 2004, expediting the payment process



Office of Strategic Business Management
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Miami, Florida 33128

Carlos Alvarez, Mayor

Board of County Commissioners

Joe A. Martinez Chairperson
Dennis C. Moss, Vice Chairperson
Barbara J. Jordan, District 1
Dorrin D. Rolle, District 2
Dr. Barbara Carey-Shuler, District 3
Sally A. Heyman, District 4
Bruno A. Barreiro, District 5
Rebeca Sosa, District 6
Carlos A. Gimenez, District 7
Katy Sorenson, District 8
Dennis C. Moss, District 9
Sen. Javier D. Souto, District 10
Joe A. Martinez, District 11
José "Pepe" Diaz, District 12
Natacha Seijas, District 13

Harvey Ruvin, Clerk of Courts
George M. Burgess, County Manager
Robert A. Ginsburg, County Attorney